



BUSINESS READINESS

ART GALLERY

- What are your best tips when it comes to change?
- What do you know for sure about change?
- What advice would you give a leader involved in change?
- What do people struggle with the most?

Reality-Based Leadership

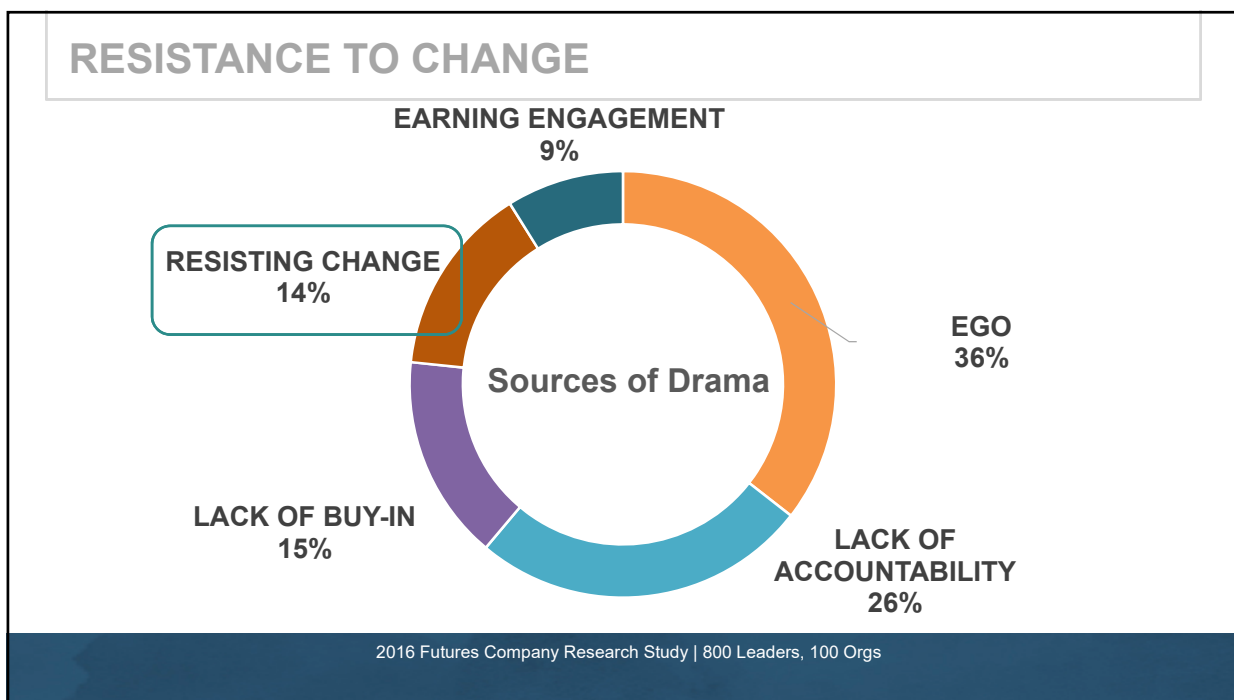


PURPOSE

To transform our **mindsets** from change being least disruptive to the employee to being **least disruptive** to the business.

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CHANGE MYTHS

**CHANGE
IS HARD**

**NEED
TIME TO
GRIEVE**

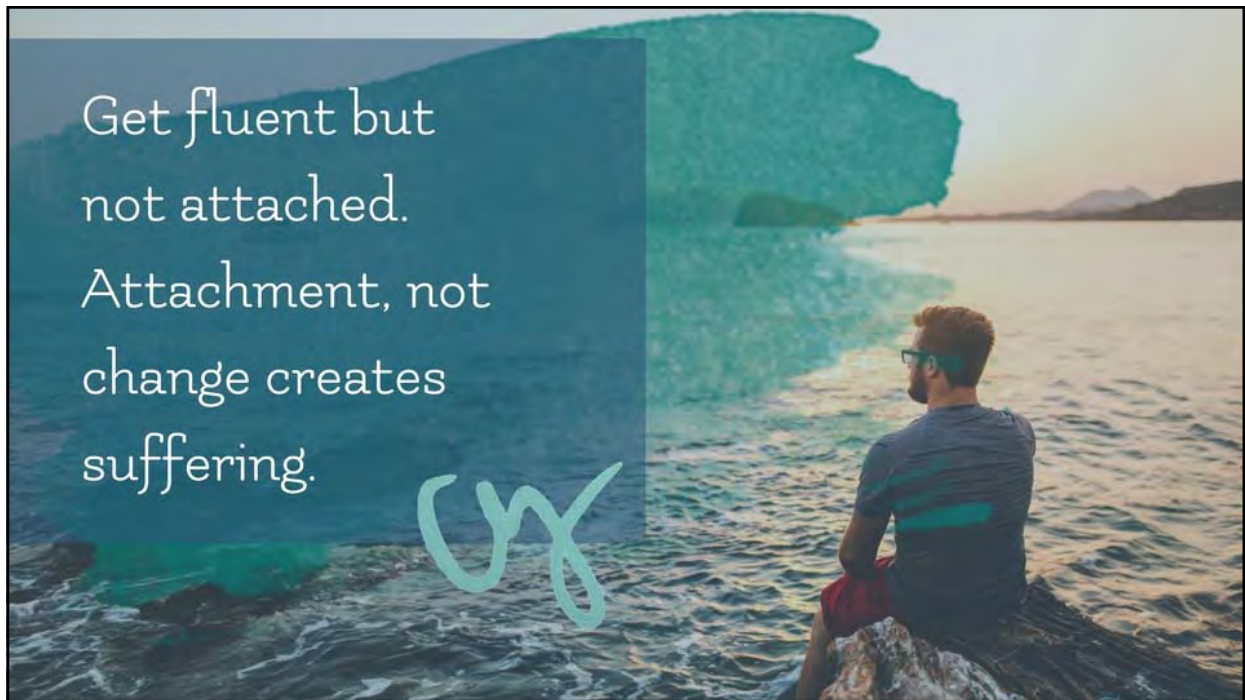
**TOO
MUCH
CHANGE**

**WE ARE
CHANGE
FATIGUED**

CHANGE MYTHS

**CHANGE
IS HARD**





CHANGE MYTHS

**TOO MUCH
CHANGE**

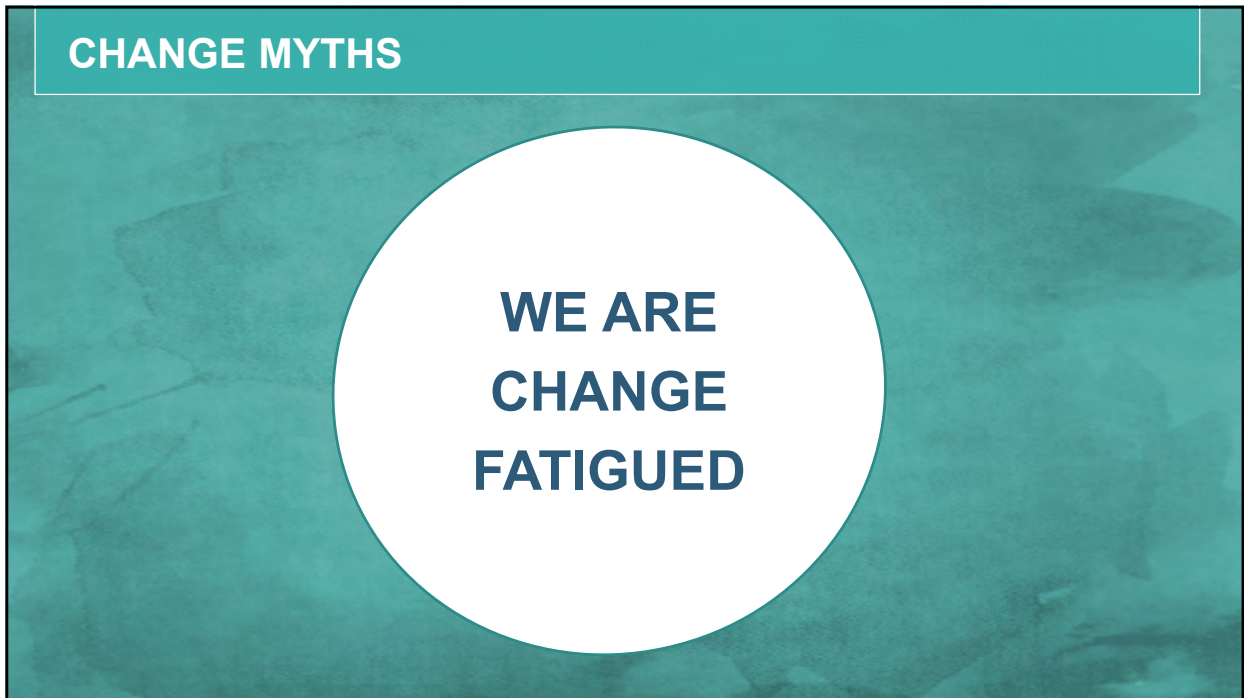
How do you get teams ready for what's next? Stop coddling and enabling them in the now.

UX



CHANGE MYTHS

**WE ARE
CHANGE
FATIGUED**



Not everything is
a change initiative
– most of it is just
your daily job.

UX

INDIVIDUAL RESPONSES TO CHANGE

UNREADY FOR CHANGE

**SURPRIS
E
PANIC

BLAME**

Handling change is the best insurance policy money can't buy.



**GROUP RESPONSES
TO CHANGE**

PLAYING FAVORITES

RESISTANCE

Threat
Belief
Reaction
Past

MAINTENANCE

Play it Safe
Lacks Meaning
Don't Care
Past/Future

VISION

Opportunity
Creativity
Resource
Present

ISSUE or EVENT

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PLAYING FAVORITES

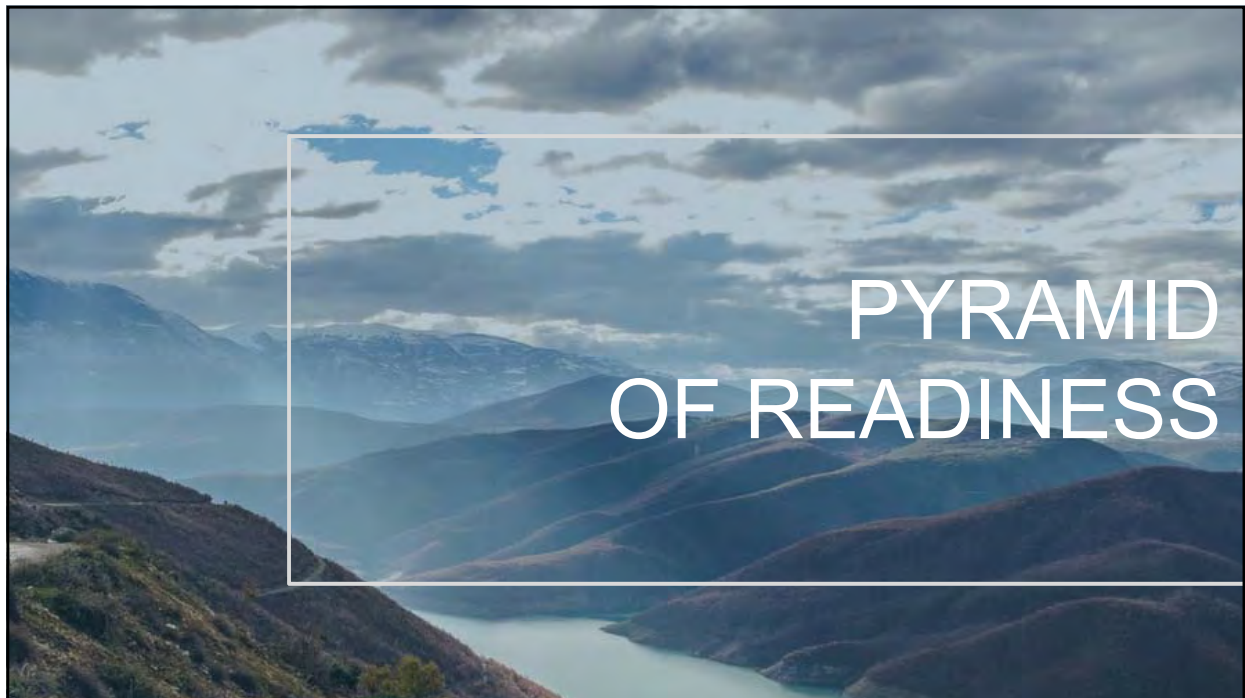
**WORK
WITH
THE
WILLING**



Best tip I ever received.

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BUSINESS READINESS

Abandoning “change management” and focusing on “business readiness” gets people fluent in the now and ready for what’s next.

HISTORY OF CHANGE MANAGEMENT

1948:

Kurt Lewin’s three states of change – unfreezing, moving, and refreezing.

1996:

John Kotter’s eight-step change model was launched via Harvard Business School.

1979:

William Bridges, a speaker, author, and consultant, uses a change model of transition as ending, neutral zone, and new beginning.

BUSINESS READINESS

CHANGE MANAGEMENT (LEAST DISRUPTIVE TO THE PEOPLE)	BUSINESS READINESS (LEAST DISRUPTIVE TO THE BUSINESS)
Traditional Change Management is transactional	Business Readiness is a transformational strategy
It works to help people cope and survive change	The goal is making change less disruptive to the business..
It places the responsibility of making change least disruptive on the leadership team	It requires the ability to quickly align and adapt as a given and the responsibility of the employee.

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PYRAMID OF READINESS

Reality-Based Leadership 26

ACTIVITY

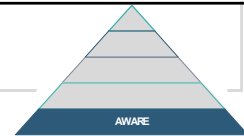


AWARENESS

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AWARENESS DEFINED



a·ware·ness
ə'wernəs/

Verb

Gaining *and* maintaining a **working knowledge** of one's industry, trends, marketplace disrupters, organizational strategies, necessary deliverables, and business cases for changes, initiatives and projects.

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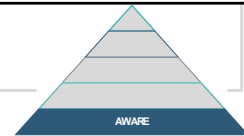
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AWARENESS



- Communication is iterative
- Goes beyond communicating and then entertaining the drama responses
- Move the burden from the leader to a state of greater shared responsibility with employees
- Shared responsibility in getting and maintaining awareness
- Use assignments to generate awareness and evolution (Help us..Find this...)
- Must pass the “Quiz” in order to participate further

AWARENESS



- Given what we know and don't know, how will you adapt the way you work and the work of your teams?
- How do you need to evolve you personally to be fluent in the now and ready for what's next?
- Where do you need to grow to successfully make the transition?
- How do you need to evolve your role and your function to deliver easily on the business case required.
- How do you need to evolve your team to meet the organizational needs of the future?


ACTIVITY



WILLINGNESS

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WILLINGNESS DEFINED



The first step in accountability

The commitment to do what it takes to support business initiatives

Buy-in is a verb and a personal choice made by the employee

Stay in joy or go in peace - no third option

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WILLINGNESS



- Resist bargaining or emotional blackmail.
- No buy-in? Game over.
- Work with the willing.
- You can't buy, buy-in.
- Willingness is a choice.
- Move beyond preference to potential.
- One on one conversations.
- Going for clear, verbal "yes"

Resistance to change is
the work of the ego
leading one to value
preference over potential.

Handwritten signature or initials in blue ink.

BUSINESS READINESS



CLIMATE

VS.

CULTURE

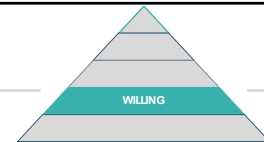
BUSINESS READINESS



**BUILDING
DREAM
TEAMS**



WILLINGNESS



CALL TO GREATNESS

- Can I count on you?
- On a scale from 1-10, what is your level of commitment?
- What is your plan to get (more) willing?
- Motivational Interviewing technique – How could you become two points more willing?
- What is your plan to get on board?
- What is your plan to transition out of the organization?
- What adds more value right now, your opinion or your expertise?

READINESS TOOL

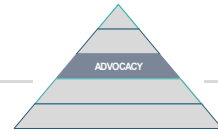
HAVE	DO	BE	BE	DO	HAVE
<ul style="list-style-type: none"> Tennis shoes Stopwatch Running Magazine Gortex running suit Fat free cookbook Treadmill Partner Videos 	<ul style="list-style-type: none"> Stretch Laps Fartleks Weight training Own lunch Cook differently Log 	<p>Runner</p>	<p>Runner</p>	<ul style="list-style-type: none"> Run Eat Well Rest Stretch 	<ul style="list-style-type: none"> Shoes Comfy clothes

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ACTIVITY

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ADVOCACY DEFINED



Employees are **openly** vocal about their willingness to support and work toward making the necessary change successful.

Employees have a **clear understanding** of the business case and can **influence** others by providing compelling reasons for making the transformation.

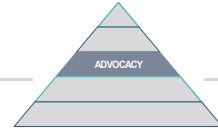
Employees are consistently providing **visible encouragement** and **support** for the change effort.

Too many people are asking to be empowered. But empowerment is really just stepping into the power you already have.

A handwritten signature in blue ink, appearing to be 'CJG', located at the bottom of the text box.

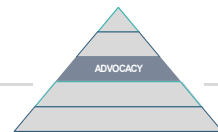


ADVOCACY



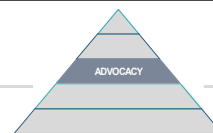
- Teach the true meaning of empowerment – stepping into the power you already have.
- Spend time supporting each team member crafting their elevator speech.
- As people are willing to advocate, we need to get them ready and really fluent in the story line we would like them to use –only when they are in a state of willing advocates are they ready for active participation
- Be careful not to entertain conversations outside of meetings that others were unwilling to have inside of meetings.

ADVOCACY



- Work to develop individuals to step up and speak up in appropriate formats.
- Great frustrations with challenge – and what are you willing to do in response? What I did in the moment was...
- “Pass the microphone” Ask for someone else with expertise to speak to add more.
- Use the “Activate the Silent Majority” Tool

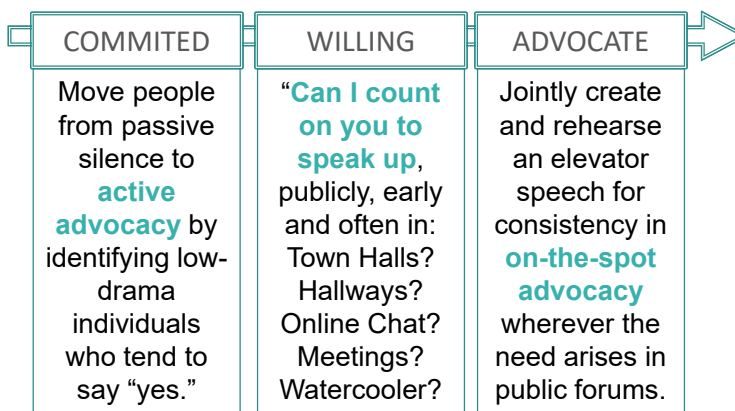
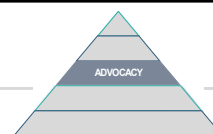
ADVOCACY



CALL TO GREATNESS

- Are you willing to advocate in a public space?
- Are you willing to "sell" the change even when I am not present as your leader?
- What is your plan for the meetings after the meeting?
- Are you operating in integrity – accountable to your word and promises?
- Are you ready with your script?

READINESS TOOL



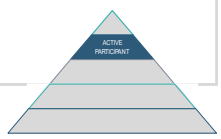
ACTIVITY



ACTIVE PARTICIPATION

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ACTIVE PARTICIPATION DEFINED

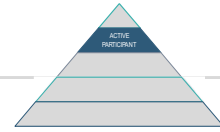


AWARE OF TODAY'S REALITY & WILLINGLY DELIVERS BUSINESS RESULTS	FOCUSED ENERGY & EXPERTISE TO MOVE THINGS FORWARD
QUICKLY FORMULATES, IMPLEMENTS & ADJUSTS PLANS	ADAPTIVE. SUPPORTS NEW REALITIES & MAINTAINS READINESS

"HOW WE CAN"

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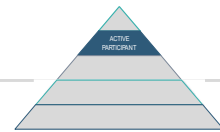
ACTIVE PARTICIPATION



CALL TO GREATNESS

- How will you deliver on what the organization requires?
- How will you remake your teams and functional areas to be ready for what's next?
- "What is your plan for adapting?"
- What is the course of action to deliver? What do think is required of you to make this change? How will you meet that requirement?"
- What projects are you willing to sign up for?


ACTIVE PARTICIPATION




CALL TO GREATNESS

- What can I count on you to lead?
- What deliverables are you committing to?
- What team of people have you identified to help you?
- What does success look like?
- How are you going to structure your work to deliver what is required?

ACTIVITY

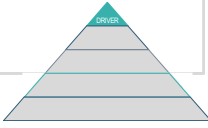




DRIVER

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DRIVER DEFINED

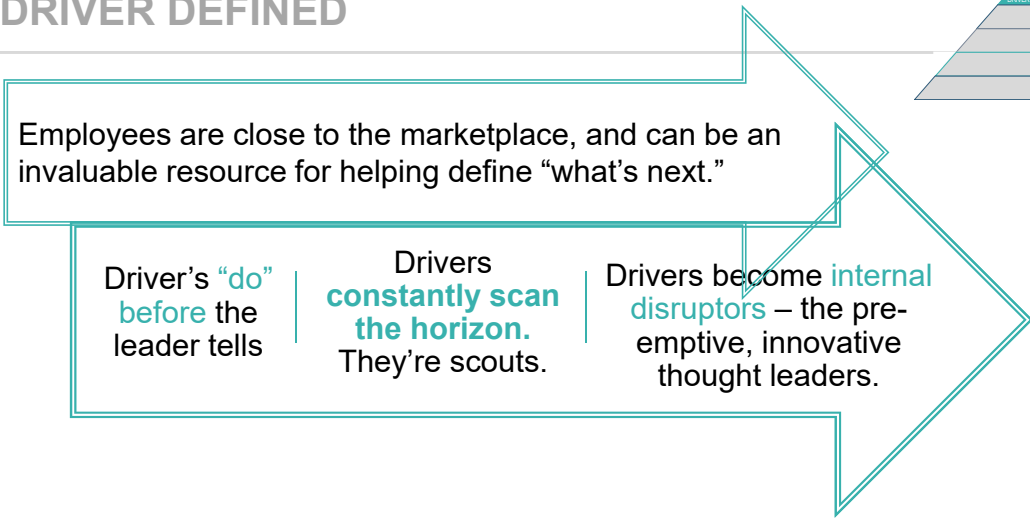


Employees are close to the marketplace, and can be an invaluable resource for helping define “what’s next.”

Driver’s “do” before the leader tells

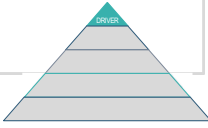
Drivers **constantly scan the horizon.** They’re scouts.


Drivers become **internal disruptors** – the pre-emptive, innovative thought leaders.



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DRIVER





DRIVER
TIPS

- Drivers must earn their license by climbing the pyramid successfully
- True drivers talk about how it can work and how it will work, with a constant gaze to the future.
- Top performers and technical geniuses constantly scan the horizon for obstacles and trends coming down the pike.
 - They act by innovating and removing barriers.

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DRIVER: CALL TO GREATNESS



1



Almost Never

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Sometimes



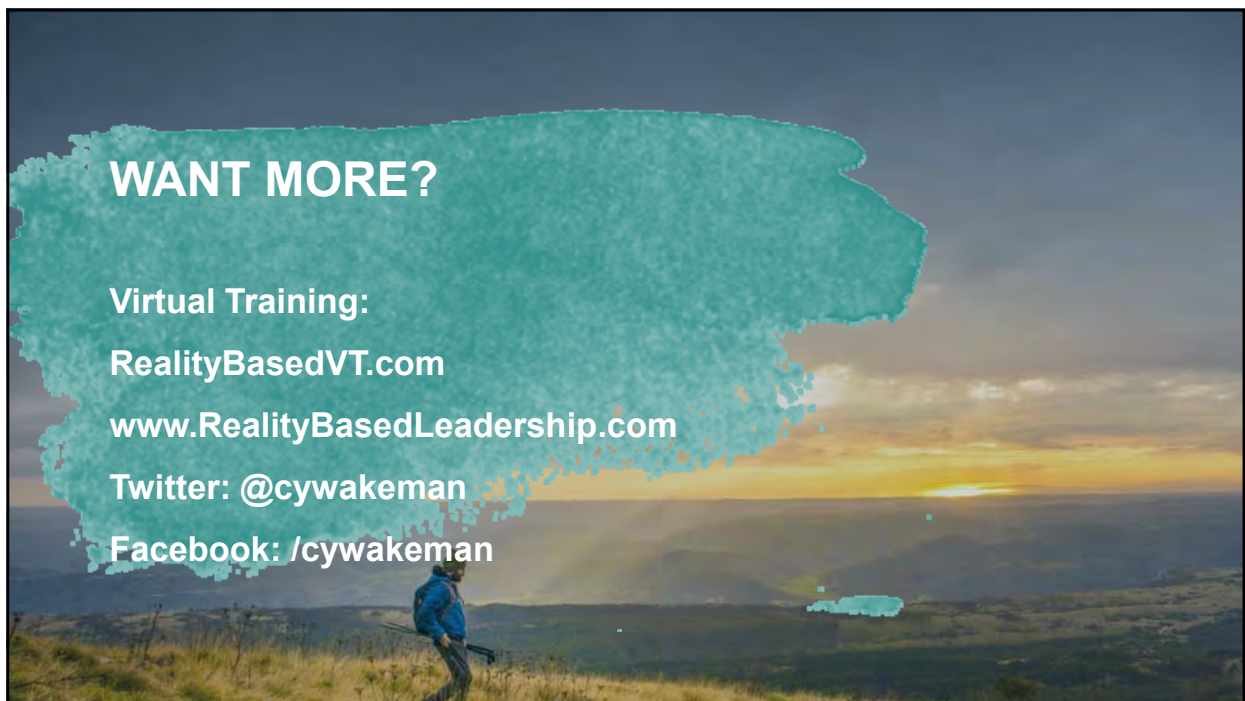
Almost Always



ALIGNMENT
SURVEY
(DRIVER'S LICENSE)

1. Being Clear (Knowing what you want and how you fit in)
2. Participation (100% Involved)
3. Risk (Willing to venture outside your comfort zone)
4. Honesty (Telling the truth to self and others)
5. Stakeholdership (Behaving as if the business is yours)
6. Partnership (Working for others' benefit)
7. Responsibility (Owning your results)
8. Commitment (Doing whatever it takes to create the results)
9. Vulnerability (Allowing others to see and know you)

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THANK YOU!
Lead on Drama Diffusers!